WCB SASKATCHEWAN WORKERS' COMPENSATION BOARD

REPORT TO STAKEHOLDERS

2011 SASKATCHEWAN WORKERS' COMPENSATION BOARD

It's about believing

Change is only possible when we **believe** it is possible. If I **believe** I can prevent an injury, I will. Thousands of Saskatchewan people are proving that every day by **achieving Mission: Zero.**

— David R. Eberle, Chairperson

Even one workplace injury is **too many**.

If **someone** gets hurt, it hurts **everybody**.

My job is to make sure our people go home safe **every day**.

Safety is **not optional**.

I believe in Mission: Zero.

There's **no such thing** as an accident.

Zero is the only number that **makes sense**.

I take **nothing** for granted.

I'm **committed** to doing **everything** I can.

This is a **cultural change**.

Click to see who believes.

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Year at a Glance

	2011	2010	2009	2008	2007
Number of workers covered [1]	**377,004**	370,659	353,384	354,295	346,387
Time Loss injury rate (per 100 workers) [2]	**3.05**	3.12	3.44	3.70	3.80
Total injury rate (per 100 workers) [2]	**8.73**	8.70	9.32	10.21	9.87
Number of claims reported	**39,689**	38,773	39,558	43,303	41,301
Number of Time Loss claims accepted [2]	**11,516**	11,574	12,141	13,093	13,166
Fatal claims accepted [3]	**36**	44	32	31	36
Average duration in days [4]	**34.44**	34.67	34.10	33.11	32.08
Active employer accounts [5]	**41,972**	40,365	38,354	35,946	34,364
Average premium rate [6]					
(per $100 of insurable earnings)	**1.61**	1.63	1.66	1.69	1.84
Number of appeals filed					
Appeals Department	**940**	1,150	951	1,064	1,021
Board Appeal Tribunal	**190**	239	232	219	208
Claims costs ($ millions)	**199.7**	228.3	222.8	205.8	202.0
Premium revenue ($ millions) [7]	**282.0**	251.0	255.2	245.2	240.7
Investment income ($ millions) [8]	**(33.5)**	147.2	27.0	22.0	149.2
Benefits liabilities ($ millions)	**1,013.9**	1,021.3	995.7	969.5	955.3
Funded position ($ millions)					
Injury Fund [9]	**229.3**	235.9	111.0	109.0	99.0
Reserves	**60.8**	61.3	59.7	58.2	57.3
AOCI [9]			6.3	(146.5)	91.3
Funding percentage [10]	**119.0**	111.5	111.2	111.2	110.4

1 Full-time equivalent workers based on Statistics Canada average wage and WCB payroll information as of December 31st. Does not include workers for self-insured employers.
2 Based on new claims reported to, and accepted by, the WCB in the year. Does not include claims for self-insured employers.
3 In the self-insured employer category, there was 1 fatality in 2011, 1 in 2010, 2 in 2009, 0 in 2008, and 1 in 2007.
4 Average days on compensation based on all Time Loss claims paid within a 12-month period.
5 Active employers excludes employers whose assessment accounts were closed during the year.
6 All years are Board approved rates.
7 Premium revenue regrouped to be consistent with AWCBC definitions of Key Statistical Measures. Prior years have been adjusted.
8 Under International Financial Reporting Standards (IFRS), unrealized gains and losses on investments are recorded in investment income when incurred. The 2010 figure was restated to conform with IFRS requirements. In prior years, the term *Investment revenue* was used. It has been changed to *Investment income* to conform to language used in the financial statements.
9 Under IFRS, Accumulated Other Comprehensive Income (unrealized gains and losses on investments), is combined with the Injury Fund. The 2010 figure was restated to conform with IFRS requirements.
10 Beginning in 2010, the calculation of Funding Percentage was changed to be consistent with prior years. The calculation now excludes the unrealized gains and losses on investments in the Injury Fund.

Introduction

The Report to Stakeholders is part of your Board's practice of accountability. It is a companion to the Annual Report that is tabled in the provincial legislature.

Through this report, we provide you with information on our 2011 results, starting with the full text of our 2011-2013 Strategic Plan. Through the Strategic Plan, we direct administration to achieve those critical few strategic results that ensure your WCB operates both effectively and efficiently today and into the future. Our achievements last year are driven by the Strategic Plan. We encourage you to become familiar with the Vision, Mission, Principles and Beliefs, Values and Strategy statements that are the foundation of our focus for your compensation system.

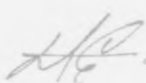
A number of year-end reports are provided, as well. First, you will learn of the progress made in 2011 by the WCB administration on its Operational Plan. Each year, the WCB takes the Board Members' Strategic Plan and produces an Operational Plan to achieve strategic imperatives. This year, the Executive reports on progress towards delivering our new claims management system, implementation of the International Financial Reporting Standards for our financial statements, our continuing success in recruiting and retaining a high calibre workforce, and other projects that contributed to another successful year.

This Report also provides statistical data on the WCB's appeals processes. To help you gauge our performance in these important service areas, we provide comparative statistics for the past five years. Statistical data for the Fair Practices Office is included, as well, as is an overview of the WCB policies and procedures that were introduced or amended last year.

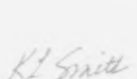
Again in 2011, we worked with our WorkSafe Saskatchewan partner, the Ministry of Labour Relations and Workplace Safety, to aggressively target reductions in workplace injuries and illnesses. A summary on our progress in 2011 is found in this report. We made headway with the Time Loss injury rate; the metric that monitors the frequency of injuries that keep injured workers away from work beyond the date of injury. This metric dropped for the ninth consecutive year. We congratulate Saskatchewan's employers, working men and women, and safety professionals and organizations for taking up our call to eliminate workplace harm. We are concerned, however, to see that other key metrics – the Total injury rate, the volume of claims received, and the percentage of youth injuries – increased last year. Consequently, emphasis will be placed on both metrics as we move forward with prevention strategies.

Your Board believes that all of us have a responsibility to ensure that everyone goes home safe and well at the end of the workday. The 2011 increases in those key metrics show us that there is more for each of us to do. That is our commitment to the working people of our province. We want it to be your commitment, too.

We wish to thank the many employers, working men and women, and organizations that met with us last year to speak about how important a high functioning workers' compensation system is to our province. Comparative national statistics for 2010 tell us that the Saskatchewan WCB leads on several key measures, and compares favourably on others. This is to the credit of our stakeholders and to the professionalism of our employees. Please accept our appreciation and congratulations for a successful year.



DAVID R. EBERLE
Chairperson



KAREN SMITH
Board Member

WALTER EBERLE
Board Member

wcbsask.com

The WCB's 2011 results are driven by an integrated Strategic and Operational Plan.

Visit our corporate website at wcbsask.com for information on our Strategic and Operational Plan, and these topics:

- Our legislation, policies and funding.
- How we are governed, our organizational structure, and how we practice accountability.
- The 2011 Annual Report.
- The 2011 Fair Practices Office report.
- Our policies and procedures.
- The WCB's Balanced Scorecard; our system of measuring and reporting on corporate performance.
- Key Statistical Measures; how we compare to other Canadian boards and commissions on key financial and program measures.
- Statistics on 2011 claims.
- Our publications and forms.

2011–2013 **Strategic Plan**

The Strategic Plan is comprised of five elements:

1. Vision Statement
2. Mission Statement
3. Statement of Principles and Beliefs
4. Values Statements
5. Strategy Statements

The Strategic Plan is rooted in the Meredith Principles and describes what the WCB holds to be true about Saskatchewan's compensation system, our stakeholders, and the nature of our relationships with workers, employers and the people of Saskatchewan.

Vision Statement

In serving injured workers and employers, we excel in the development and delivery of workers' compensation programs and services. In serving all workers and employers, we develop and deliver injury prevention programs and services that move Saskatchewan quickly to zero workplace injuries.

Mission Statement

In support of our vision, our mission is to:

1. Provide the right service, at the right time, and be cost effective in our processes.
2. Build positive relationships with workers, employers, and others affected by the workers' compensation system.
3. Build positive relationships and implement programs that move Saskatchewan to zero workplace injuries.
4. Ensure the health and safety of our employees is considered in all of our decisions and actions.
5. Communicate clearly our distinct identity, benefits, and beliefs.
6. Ensure the organizational and financial integrity of the Workers' Compensation Board.
7. Be accountable for our results.

Statement of Principles and Beliefs

Our corporate principles and beliefs are:

1. All unintentional injuries are preventable.
2. Compensation and prevention programs are a shared responsibility in the workplace.
3. Injured workers and employers deserve excellent service.
4. Workers, employers and others deal with us honestly.
5. Employers care about their employees and care that their employees receive excellent service.
6. The WCB's future relies on positive relationships built on trust, understanding and cooperation in our programs and services.
7. WCB employees want to excel in customer service.
8. We are guided by our corporate values, Code of Conduct and Ethics, and our responsibility for the protection of privacy of information, in all of our decisions.
9. We will act with dignity and treat everyone with respect, and conduct our business in a fair, open, honest, balanced and professional manner.
10. We will be socially responsible in fulfilling our mandate.
11. We will expect and recognize individual and corporate achievements and contributions to our workplace.

Values Statements

Our corporate values are the standards by which our actions and decisions are to be considered and judged by others and are rooted in our Code of Corporate Conduct and Ethics.

1. Dignity – those we serve and those we work with are treated with respect and consideration.
2. Fair – those we serve and those we work with are treated equally and without prejudice or bias, and in a timely and confidential manner.
3. Honest – we are truthful with those we serve and those we work with.
4. Open – our programs and services are easy to access and to understand. Our decisions and actions are clear, reasonable and open to examination.

Strategy Statements

The strategy statements are meant to be interrelated and mutually supportive. Taken together, strategy statements are meant to represent a comprehensive, preferred future for the organization.

Service – We will provide support to injured workers, their families and employers when they need it most and be cost effective in our processes. We will return injured workers to wellness, including the return to suitable employment.

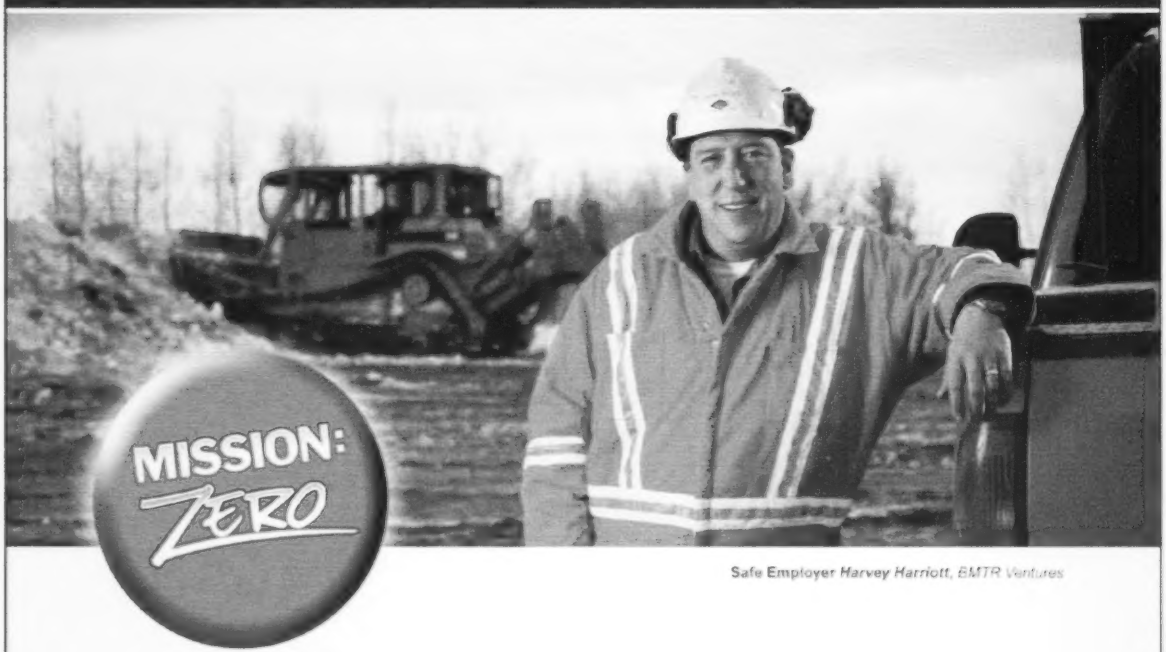
Prevention – We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.

Relationships – We will continue to build positive relationships that best serve the interests of workers and employers.

Strategic and Risk Management – We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, and that results in service and management excellence and efficiency. We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan.

Employee Relations – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished. We will foster a working environment that maximizes employee engagement.

IS SAFETY YOUR MISSION?



Safe Employer *Harvey Harriott, BMTR Ventures*

"Safety is and always will be our number one rule," says Harvey Harriott, owner and CEO of BMTR Ventures, a Meadow Lake-based road, sewer and water construction company.

BMTR is proud to be the 2011 WorkSafe Saskatchewan Safe Employer winner. Since starting out in July 2007, BMTR has never had a lost time injury. "We are proud of our *Mission: Zero* track record. It shows that our safety programs are working," says Harriott. "The ultimate result is sending everyone home safe at the end of the day."

"Winning this award is a huge pat on the back for our employees. It's acknowledgement that all our safety efforts are worth it. We have something to strive for in the future to maintain *Mission: Zero*."

Nominate someone today for the 2012 WorkSafe Saskatchewan Safe Employer Award by visiting worksafesask.ca.

Deadline for nominations: October 31, 2011

SASKATCHEWAN SAFETY COUNCIL

MISSION: ZERO

WorkSafe SASKATCHEWAN
Work to live.

Operational Plan Report

The WCB's operational planning process supports the Board Members' Strategic Plan. It is the responsibility of the WCB Executive to establish the Operational Plan and, through the plan, to achieve the strategy set out by Board Members. This is accomplished by dedicating corporate resources and effort towards a set of Key Result Areas and operational objectives.

The WCB's operational planning model is an integrated approach that requires the Executive to develop Key Result Areas, objectives and programs that are, in turn, actioned by the WCB staff. This ensures that the projects within the Operational Plan are aligned, mutually supportive and adequately resourced.

The WCB dedicated significant resources to the development of its claims management system, and to its WorkSafe Saskatchewan and other safety partnerships in 2011. These priority projects took precedence over other initiatives, in some cases deferring the completion of other projects until the new system was in place early in 2012.

Key Result Area: Injury Prevention

Operational Objective:

To eliminate workplace injuries and illnesses, as measured through a continuous reduction to the provincial workplace injury rate.

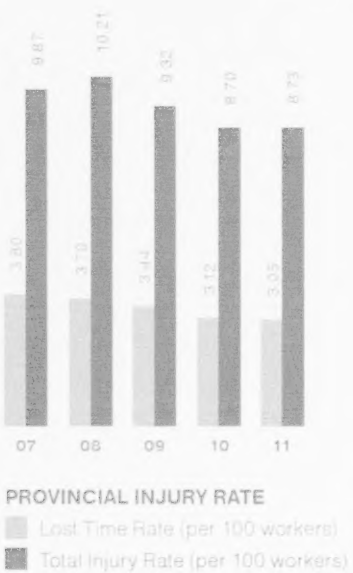
Interim Targets:

2011 – 3.00% 2012 – 2.85% 2013 – 2.70%

The WCB and the Ministry of Labour Relations and Workplace Safety have adopted a Memorandum of Understanding to cooperate on the development and delivery of a single, integrated workplace health, safety and injury prevention strategy for Saskatchewan.

A Strategic and Operational Plan was developed for WorkSafe Saskatchewan as part of the Memorandum of Understanding.

Please visit worksafesask.ca to view the Memorandum of Understanding and the WorkSafe Saskatchewan Strategic and Operational Plan. You will find a summary of WorkSafe Saskatchewan's 2011 achievements on page 23 of this report.



Key Result Area: Excellent Service

Operational Objective:

To achieve a customer satisfaction rating of 4.75 out of 5.00 as defined by the Common Measurements Tool survey methodology.

Progress Made in 2011:

This KRA intends to improve claims related service quality for employers and injured workers. Initiatives are drawn, in part, from the Common Measurements Tool survey model that prioritizes client feedback on needed service improvements.

In 2011:

- Both injured workers and employers continued to rate service satisfaction at a high level. Average satisfaction for injured workers was 4.15 out of 5, while employer satisfaction averaged 4.19 out of 5.
- The WCB works with health care providers and facilities on a regular basis to improve access to services. A relationship agreement with the Saskatchewan Registered Nurses Association was concluded in 2011.
- A review of WCB forms used by employers and injured workers was completed. Recommendations from the review will be actioned through 2012.
- A productivity review of the Appeals Department began in 2011 and will report in 2012. The review intends to identify ways that Appeals Department processes might be changed to improve the quality of service to its clients.
- The duration of Time Loss injuries dropped by a quarter of a day over the previous year. However over the past five years, there has been a 7 per cent increase in durations. This is an indication of the severity of injury claims in the system.
- The WCB measures time to first payment. This metric shows the proportion of injured workers that receives their first wage loss cheque within the target of 14 days from the date of injury. In 2011, the percentage

WORKER SERVICE FEEDBACK

Measure — Target 4.75

EMPLOYER FEEDBACK

Measure — Target 4.75

was 64 per cent, compared to 60 per cent in 2010. By comparison, 74 per cent of workers received their first cheque within 14 days of the date that the WCB is notified of the injury.

- Independent quality assurance reviews are done to determine the accuracy of entitlement decisions against a target of 96 per cent. In 2011, the result was 97 per cent.

Key Result Area: Effective Processes

Operational Objective:

To ensure that 100% of key business processes have appropriate standards and controls in place that are monitored through quality control and quality assurance processes.

In 2011:

- A new claims management system was in development, with a February 2012 launch date. The new system replaces an aging system that can not provide the service standards needed to meet current and future claims management requirements.

- Work continued on documenting the WCB's administrative policies and procedures.

- The WCB launched a review of the processes that it uses to protect the privacy of injured worker and employer confidential information. The review will be completed in 2012 with recommendations on any needed improvements.

- A report was prepared on the use of social media as service delivery and communications tools. Recommendations on using social media were considered. Pilots of social media applications will begin rolling out in mid-2012.

TIME LOSS CLAIM DURATION

Measure — Target 32.35

RETURN TO WORK

Measure — Target 92%

- The WCB measures the return to work of injured workers who are declared employable. Based on all closed claims in 2011, 95 per cent of injured workers returned to work. The remainder either moved to long-term compensation, or did not return to work for reasons unrelated to their injury claim. The result exceeds the 92 per cent target for this metric.

- Several financial metrics are used to monitor the WCB's financial performance that reflect effective processes. One is Administration Costs per Time Loss Claim. This metric demonstrates the average cost of administering a Time Loss Claim. The WCB aims to be in the top performing quartile for Canadian provincial workers' compensation boards and commissions. To be in the top quartile, this metric must be below $4,356. For 2011, the actual cost was $3,676.

Key Result Area: Competent People

Operational Objective:

To hire, develop and retain a competent work force as measured by the WCB's Human Resources Alignment Index.

Target – 94% 2011 Actual – 93%

In 2011:

- Work continued on initiatives to optimize WCB employee engagement. The WCB surveys its employees on engagement every two years. The most recent results show a rating of 102 against a target of 106.

- The WCB launched its third phase of leadership development during 2011. The program was established to enhance leadership capacity into the future.

- The WCB monitors employee competence through its performance management system, and through its Balanced Scorecard. The target is 90 per cent of employees demonstrate required competence. The target allows for new employees and employees who are new to their duties and require training and experience to reach competence. The 2011 result was 98 per cent competence.

- The WCB was again selected as a top Saskatchewan employer. The WCB has earned this designation each year since 2008. It has contributed significantly to the WCB's ability to source quality employees.

Key Result Area: Financial Integrity

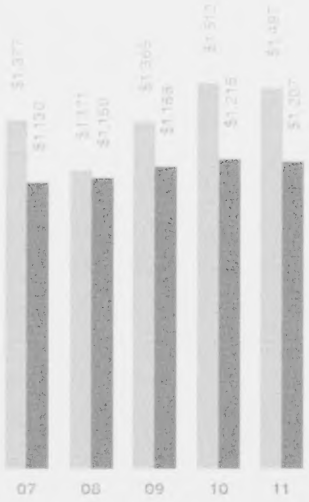
Operational Objective:

To protect benefit entitlement and maintain competitive rates by maintaining funded status.

In 2011:

- The 2011 financial statements were produced using the International Financial Reporting Standards. All publicly accountable enterprises, including government enterprises, are required to adopt the standard.

- The WCB remains fully funded in 2011, with a funding percentage of 119, up from 111.5 in 2010. Fully funded means that the WCB is able to fund 100 per cent of its legislated requirements.



FULLY FUNDED STATUS*
(millions)

* Assets and Liabilities have been restated for 2010 under IFRS

Corporate **Social Responsibility**

Our decisions and actions impact our own operating environment, businesses across the province, and the lives, families and communities of injured workers. In 2009, Board Members gave scope to our role as a responsible corporate citizen when it introduced this element to its Statement of Principles and Beliefs.

"We will be socially responsible in fulfilling our mandate."

Here are highlights on how we practice responsible corporate citizenship.

WorkSafe Saskatchewan, *Mission: Zero*, Safe Saskatchewan

Injury prevention and workplace safety weren't on the radar in Saskatchewan prior to 2002. Our injury rates had spiked. Nearly 5 out of every 100 covered workers had an injury that kept them away from work. Costs were trending higher each year. Most importantly, workers and their families and communities were experiencing harm that we believed could and should be prevented.

Our colleagues in Occupational Health and Safety, and in safety associations, shared our concerns and our passion for turning things around. We partnered with OH&S to create WorkSafe Saskatchewan. Through the partnership we've invested in social marketing to make workplace safety a public health issue that matters to more of our citizens each year, and in programming and initiatives that contributed to a:

- 38 per cent drop in the Time Loss injury rate from 4.95 per cent in 2002 to 3.05 per cent in 2011.
- 24 per cent drop in the Total injury rate from 11.50 per cent in 2002 to 8.73 per cent in 2011.

Four years ago we introduced *Mission: Zero*, a call to action that targets zero as the only acceptable number when it comes to workplace injury and illness. *Mission: Zero* gains wider acceptance with each marketing campaign and program that we undertake. It is becoming the iconic symbol for safety and prevention in Saskatchewan.

In 2010, we partnered with Safe Saskatchewan to launch the Health & Safety Leadership Charter. The charter program commits business and community leaders to integrate health and safety into business strategies, processes and performance measures, and to recognize that good workplace health and safety performance supports good business results. There are other charter programs in Canada, but Saskatchewan is the first province to include public sector employers. By the end of 2011, 264 companies had signed on to the program. Another signing event is scheduled for June 14, 2012 at the Queensbury Centre in Regina.

This report includes a year-end report on 2011 activities and results for WorkSafe Saskatchewan. We encourage you to become familiar with the partnership's programs and services and the results they are producing — including the ninth consecutive drop in the workplace injury rate.

Respecting Our Environment

It is our intent to minimize the harmful impacts our decisions and actions have on our environment.

- Our recycling program includes all paper, cardboard, batteries, plastics, tins, and bottles. Items can be dropped into recycling bins on every floor in our buildings.
- We select print shops that meet the forestry sustainability designation.
- Motion-sensor lighting in our buildings reduce our draw on electricity.

- Our photocopiers default to two-sided copying, cutting down on our demands for paper.
- Faxes are rerouted directly to computers and documents are scanned so they can be stored and shared online, two more ways that we save on paper.
- We source local vendors whenever possible, and consider a company's green policies when reviewing tenders.
- Video-conferencing reduces travel between our two offices, saves on gas consumption and emissions, and wear and tear on vehicles, and reduces risk of injury for our employees.

Involving Our Employees

Our Healthy Lifestyles Program encourages our employees to make healthy lifestyle choices. The Program is available to permanent and temporary employees, and provides tools and resources to establish personal goals, overcome obstacles and maintain the motivation needed to reach their goals. In 2011, 215 employees, or about 40 per cent of our workforce, participated in the program.

Using a points-based system, employees in the Program earn rewards for participating in activities that promote health and well-being while providing opportunities to achieve personal goals. Points are earned in three areas: fitness and exercise, nutrition and lifestyle management, and spirit (mind, soul and social responsibility). To help employees earn points:

- Fitness and yoga information and classes are offered in the workplace, along with weight loss information and programs.
- Stories are posted to our internal intranet and emails publish information on community races and fundraising events that feature exercise.
- Desk drops share tips on nutrition, fitness, and preventing injury and illness.
- We offered some unique supports in 2011, like information on the proper use and disposal of medications, tips on organic grocery shopping, classes on meal planning, pointers on starting a soup club, and a guide for buying active toys at Christmas-time.

Our group benefits programs help employees maintain health with regular medical and dental checkups. Community volunteering is encouraged too, whether helping out with a local sports group, or a community or charitable organization. One of our employee programs gives each employee one paid day each year to work with local and charitable organizations. In 2011, these organizations and community events benefited from the contributions and efforts of WCB employees:

- Canada Blood Services, with regular corporate blood donor clinics
- The United Way in Regina and Saskatoon
- United Way Day of Caring
- National Aboriginal Day
- Camp Circle O'Friends
- Telemiracle
- Urban Treaty Day
- Regina's Chili for Children Program
- Regina's Christmas Adopt-A-Family
- The Saskatoon Friendship Inn
- Holy Rosary School reading program (Saskatoon)
- St. Margarite playground clean up day (Saskatoon)
- Regina Multicultural Association (Mosaic)
- St. Mary's School Santa Store (Saskatoon)
- Mount Royal High School Pow Wow (Saskatoon)
- Bike Safety Day Rodeo (Saskatoon)

In appreciation of our employees' volunteer activities, we again donated $2,500.00 to the Leader Post Christmas Cheer Fund (with proceeds going to women's and children's emergency shelters) and $3,500.00 to each of the Regina and Saskatoon food banks.

Corporate Donations in Our Communities

We know that sometimes a small sum of money can help to make big things happen in our communities. Community and non-profit organizations with objectives that complement our corporate priorities can receive sponsorships and donations to help them meet their goals.

In 2011, we provided funds to:

- The 2011 Industrial Safety Seminar, the premier annual event for safety professionals and organizations in our province.

- The annual conferences of the Aboriginal Government Employees Network, the Nurse Practitioners of Saskatchewan, and the Occupational and Environmental Medical Association of Canada.

- Organizations like the First Nations University of Canada, the Lieutenant Governor's Leadership Forum, the University of Saskatchewan's Aboriginal Students' Centre, Regina Aboriginal Professionals Association, the University of Saskatchewan College of Nursing, the Vocational Rehabilitation Association of Canada, and the Saskatchewan Brain Injury Association.

- Community organizations like Regina Open Door Society, and Regina Indian Community Awareness, Inc.

Appeals

Appeals Department for Injury Claim Appeals

The Appeals Department is the first level of appeal for injured workers or employers who are dissatisfied with a WCB claim decision.

When an appeal is registered, customers are advised in writing when they can expect to receive a decision. The Appeals Department's goal is to deliver decisions in a timely manner, ideally within 30 days. The average days to decision have increased significantly in 2011. Only a small number of appeals are being decided within 30 days. Due to staff turnover, output in 2011 added to customer wait times, affecting all subsequent decisions. Unfortunately, output levels continue to prevent gains in customer wait times in the Appeals Department. Some gains in output were made by the end of 2011, and we hope to continue these in 2012.

The Appeals Department focuses on evidence-based decision making. Customers who disagree with a decision of the Appeals Department can appeal to the Board Appeal Tribunal, the final level of appeal.

Appeals Activity

	2011	2010	2009	2008	2007
Appeals Received [1]	940	1152	951	1064	1021
Accepted	191	200	183	202	217
Denied	594	544	557	603	546
Returned for Development	65	188	212	264	246
Total [2]	840	932	952	1069	1009
Withdrawn	41	32	10	22	23
Appeals Pending	297	277	102	115	142
Average days to decision	131	53	43	48	65
Appeals decided within 30 days	9.08%	14.83%	21.9%	22.4%	21.0%
Appeal Meetings	54	44	25	44	53

1 May be more than one appeal per individual claim.
2 Decisions made may include appeals received in prior years, but exclude claims that can not be registered.

Source of Appeals

	2011	2010	2009	2008	2007
Worker	555	727	560	718	722
Worker Representative*	–	115	–	–	–
Workers' Advocate	165	159	196	141	118
Employer	69	85	79	78	70
Employer Representative*	–	66	–	–	–
Union Official	17	Breakdown not available for 2010	21	37	36
Lawyer	26		14	17	17
Family	19		5	7	6
Other Representative	89		76	66	52
Total	940	1152	951	1064	1021

*Reported categories for 2010 only.

Nature of Appeals

	2011		2010		2009		2008		2007	
		accepted		*accepted*		*accepted*		*accepted*		*accepted*
Initial Acceptance	287	*58*	279	*49*	291	*38*	302	*51*	274	*62*
Relationship (of condition to employment)	124	*20*	142	*25*	155	*27*	127	*23*	149	*25*
Wage Loss Benefits	85	*36*	86	*24*	93	*27*	82	*26*	66	*22*
Recovery/Fitness	50	*14*	64	*15*	74	*18*	73	*13*	97	*17*
Recovery/Pre-existing Condition	50	*5*	59	*9*	49	*10*	56	*10*	63	*11*
Cost Relief for Employer	37	*8*	43	*8*	28	*4*	40	*7*	34	*4*
Medical Expense	30	*9*	56	*15*	43	*11*	53	*13*	24	*6*
Estimated Earning Capacity	30	*11*	60	*19*	37	*10*	56	*10*	52	*16*
Suspension	22	*11*	41	*11*	62	*19*	56	*18*	49	*17*
Transportation Expense	21	*9*	20	*5*	14	*5*	41	*10*	43	*15*
Permanent Functional Impairment	15	*1*	19	*2*	12	*0*	17	*0*	25	*2*
Wage Base	6	*4*	18	*3*	13	*3*	21	*3*	31	*8*
Overpayment Recovery	6	*1*	26	*7*	14	*4*	23	*7*	19	*5*
Retraining	5	*3*	9	*4*	11	*2*	14	*0*	16	*1*
Independence Allowance	3	*1*	3	*1*	4	*0*	5	*0*	16	*1*
Dependants	1	*0*	1	*0*	1	*0*	5	*0*	2	*0*
Revenue & Employer Accounts*	n/a	*n/a*	2	*1*	74	*18*	0	*0*	97	*17*
Other	3	*0*	17	*2*	23	*5*	15	*3*	14	*2*
Total	775	*191*	945	*200*	998	*201*	986	*194*	1071	*231*

The table provides the total decided appeals and of those, the number accepted.
2011 data does not include appeals that require development, appeals that can not be registered, and appeals that are withdrawn.
*The Appeals Department no longer processes employer appeals with appeal issues relating to their WCB accounts.

REA Assessment Committee for Employer Account Appeals

The Revenue and Employer Accounts (REA) Department is responsible for employer registration, industry classification, experience rating and other services that affect an employer's WCB account.

Employer appeals follow a two-step process:

1. The Employer Services Representative (ESR) or Quantitative Research Analyst (QRA) who made the decision is asked to review it. Many client concerns can be resolved at this stage.
2. If the concern is not resolved, the employer can appeal to REA's Assessment Committee. The Committee will review the file and advise the employer of their decision, with reasons.

If the concern remains unresolved, the employer can appeal the matter to the Board Appeal Tribunal, the final level of appeal.

Appeals Activity

	2011	2010	2009	2008	2007
Appeals Received	26	19	22	14	27
Accepted					
Experience Rating	1	1	1	0	3
Classification	1	3	3	4	3
Coverage	1	1	1	1	1
Other	2	6	4	0	1
Total Accepted	5	11	9	5	8
Denied					
Experience Rating	9	1	2	4	12
Classification	3	1	1	0	4
Coverage	0	1	2	1	1
Other	5	5	4	2	2
Total Denied	17	8	9	7	19
Outstanding	4	0	4	2	0

Board Appeal Tribunal

Clients who are not satisfied with the outcome of first level appeals to the Appeals Department or Assessment Committee can request that their concern is reviewed by the Board Appeal Tribunal.

The Board Members serve as the Board Appeal Tribunal. The tribunal is the final level of appeal for all matters, unless there is a bona fide medical question to be decided. These are referred to a medical review panel of physicians.

Appeals Activity

	2011	2010	2009	2008	2007
Appeals Received	190	243	232	219	208
Decisions Made					
Accepted	121	115	82	102	124
Denied	102	97	99	93	97
Total	223	212	181	195	221
Appeals Withdrawn	15	10	20	16	10
Appeals Pending	111	159	134	105	100
Average number of days for decision	251	219	191	161	181
Oral Hearings	120	84	99	106	116

Source of Appeals

	2011	2010	2009	2008	2007
Workers' Advocate	98	103	101	103	86
Worker	46	68	73	68	66
Employer	31	32	21	22	28
Lawyer	7	13	7	10	8
Other Representative	7	16	16	7	13
Union Official	1	9	8	7	5
Family	0	2	6	2	2
Total	190	243	232	219	208

Nature of Appeals

	2011		2010		2009		2008		2007	
		accepted		*accepted*		*accepted*		*accepted*		*accepted*
Initial Acceptance	68	*38*	80	*48*	71	*31*	55	35	59	35
Relationship (of condition to injury)	61	*26*	51	*21*	41	*19*	55	*26*	49	*24*
Recovery/Fitness	31	*16*	31	*15*	33	*18*	40	*11*	45	*24*
Cost Relief for Employer	21	*17*	10	*8*	5	*3*	7	6	18	*11*
Estimated Earning Capacity	16	*13*	3	*2*	12	*13*	7	*6*	9	*6*
Suspension	5	*3*	12	*6*	6	*3*	4	*2*	3	*1*
Wage Base	3	*0*	4	*1*	1	*1*	6	*3*	6	*3*
Assessment Rates and Surcharge	3	*0*	0	*0*	0	*0*	1	*1*	7	*4*
Transportation Expense	2	*2*	7	*5*	2	*0*	6	*4*	4	*3*
Permanent Functional Impairment	2	*1*	3	*0*	3	*0*	3	1	6	*2*
Retraining	2	*1*	2	*2*	2	*1*	2	*2*	5	*5*
Dependants	1	*0*	0	*0*	0	*0*	0	*0*	0	*0*
Other	8	*4*	9	*7*	5	*3*	9	*5*	10	*6*
Total	223	*121*	212	*115*	181	*82*	195	*102*	221	*124*

The above table provides the total decided appeals, not counting those withdrawn, and the number of those accepted.
Some prior year numbers were restated to correct prior year calculations.

Medical Review Panels

Appeals Activity

	2011	2010	2009	2008	2007
Panels Held	4	9	13	12	17
Decisions Made					
Accepted	1	4	5	6	7
Denied	3	5	8	6	10
Total	4	9	13	12	17
Pending	0	0	0	0	0

Nature of Appeals

	2011	2010	2009	2008	2007
Relationship of condition to injury	2	7	6	7	14
Recovery/Fitness	2	2	7	5	2
Permanent Functional Impairment	0	0	0	0	1
Other	0	0	0	0	0
Total	4	9	13	12	17

Fair Practices Office

The Fair Practices Office (FPO) was established in 2003 to receive concerns about the fairness of WCB actions and decisions. Where appropriate, recommendations to resolve concerns are forwarded to WCB managers. The FPO 2011 Annual Report is available at wcbsask.com.

Comparative statistics for the years 2007 to 2011 are provided.

Number of Complaints / Inquiries Received

	2011	2010	2009	2008	2007
Complaints received	432	425	407	434	401
Re-opened	44	33	25	39	43
Total	476	458	432	473	444

Source of Complaints / Inquiries (%)

	2011	2010	2009	2008	2007
Injured Workers	88.4	93.2	92.9	83.6	90.1
Employers	10.2	5.9	6.9	10.4	6.2
Other	1.4	0.9	0.2	6.0	3.7
Total	100.00	100	100	100	100

Response Time to Close (%)

	2011	2010	2009	2008	2007
0-7 days	73.1	71.5	75.2	75.1	69.6
8-30 days	17.8	19.1	16.0	18.9	20.9
Over 30 days	9.1	9.4	8.8	6.0	9.5
Total	100.00	100	100	100	100

Category of Complaints / Inquiries Received

	2011*	2010*	2009*	2008*	2007
Disagree with decisions	355	338	275	332	212
Information requests	128	131	126	120	73
Timeliness & process delays	81	68	65	76	55
Communications/Service issues	81	75	55	96	56
FPO issues (systematic)	1	1	2	1	2
Other	0	0	0	0	3
Total	646	613	523	625	401

*Beginning in 2008, two or more categories can be entered for each complaint that is registered. In prior years, only one category per complaint was entered.

Resolution (closed files)

	2011	2010	2009	2008	2007
Completed by FPO without referral	243	262	276	263	248
Called WCB for clarification	52	52	30	38	31
Referral to WCB for review	133	111	101	133	122
Total	428	425	407	434	401

Note: 4 files remained open at the end of 2011.

Outcome of Referrals to WCB

	2011	2010	2009	2008	2007
Decision changed	28	20	23	18	13
New action taken	92	81	74	112	101
Reviewed – no change	13	10	4	3	8
Total	133	111	101	133	122

WorkSafe Saskatchewan

The WorkSafe Saskatchewan (WSS) partnership was formed to lower the provincial injury rate, with the ultimate goal that Saskatchewan is a province where no worker suffers a job-related injury, illness or fatality.

The WSS partnership between the WCB and the Ministry of Labour Relations and Workplace Safety (LRWS) was created in 2002, after the provincial workplace injury rate had reached a twenty-year high of 4.95 per cent. The Total injury rate has dropped 24 per cent since 2002, from 11.50 per cent to 8.73 per cent, although there was a slight increase in the Total injury rate in 2011 over 2010. The Time Loss injury rate dropped for the ninth straight year, from 4.95 per cent in 2002 to 3.05 per cent in 2011.

Workplace injuries are predictable and preventable.

Being injured is not an inevitable part of working life.

In 2008, WSS set the ambitious goal of *Mission: Zero* – zero workplace injuries, illnesses and fatalities. The *Mission: Zero* message and its distinctive red button have been embraced by workers, employers and safety organizations across the province.

The members of the WSS partnership share the message of *Mission: Zero* and injury prevention through meetings and presentations with CEOs, workers, unions, safety professionals and school children. They develop awareness, provide educational and targeted programming, and deliver safety information and training via consultation, the WSS website and an advertising campaign.

Key Result Area: Greater Safety Leadership and Capacity

A safe and healthy workplace depends on committed leadership. The goal of this KRA is to achieve a commitment to safer workplaces from business, labour and community leaders and improve occupational health and safety in the workplace. WSS provides employers, workers and organizations with resources to address workplace injury prevention.

WSS has set measurable goals for injury reduction within this KRA. In 2010, the Total injury rate in Saskatchewan was 8.70 per cent, and WSS set the goal of reducing the overall injury rate to 8.55 per cent in 2011. WSS did not achieve this goal. As at December 31, 2011, Saskatchewan's overall injury rate was 8.73 per cent.

Health and Safety Leadership Charter Program

On June 10, 2010 WSS and Safe Saskatchewan co-hosted the province's first Health and Safety Leadership Charter signing event. Over 200 people attended the inaugural event, and the senior leaders of 129 organizations signed the charter. There are now 264 signatory organizations. WSS supports Safe Saskatchewan in hosting the annual charter event to promote leadership in injury prevention and celebrate new charter signatories. Leaders who have signed the safety charter are living their commitment in their organizations and their communities. Many have shared the charter and its *Mission: Zero* message with their employees and clients. Some have launched community safety initiatives. For example, in June 2011 WSS partnered with Magna Electric Corporation (MEC) to distribute safety glasses and safety messages in communities throughout Saskatchewan.

Awards

WSS recognizes leadership and excellence in workplace safety through a number of annual awards. WSS presents two of its own safety awards at the annual Compensation Institute: the Safe Worker and Safe Employer Awards. These awards were launched in 2006 and 2007 respectively and have grown in prestige each year. In 2011, the Safe Worker was Howard Jones of Morris Industries. The Safe Employer was BMTR Ventures of Meadow Lake.

WSS also partners with a number of business organizations to recognize leadership in safety. It is the Safety Partner for the Saskatchewan Chamber of Commerce Abex Awards and the sponsor for a Regina Chamber of Commerce Paragon award. WSS collaborates with the North Saskatoon Business Association (NSBA) to present the NSBA Business Builder Safety Award. WSS is also represented on a committee to present a national safety award called Canada's Safety Employers Award.

Training Opportunities for Workplaces

Many of the projects within this KRA are designed to help employers and workers address occupational health and safety (OHS) issues. In 2011, WSS added two new online training courses to its website: Investigations and Inspections training. There were 1,005 online registrations for these courses in 2011.

WSS partners provide eight classroom training programs. Three are offered through the WCB – two to improve worker safety and prevent injuries and a third to help facilitate effective return-to-work programming.

Sixty-six people took *The Computer Workstation Assessment Training* program in 2011. This course provides workplaces with the ability to conduct basic ergonomic assessments. The materials for this course are posted on the WSS website at *worksafesask.ca/CWAT-Course.*

Back injuries are one of the most common work-related injuries that can significantly disrupt our lives including our ability to work. 129 people took *The Back Injury Prevention* course in 2011. It provides a general overview of the common causes of back injuries and basic strategies that can be used to prevent them. To learn more, visit: *worksafesask.ca/Back_Injury_training.*

The Effective Return to Work Training Program was revised from a three-day course to a two-day course. Seventeen people participated in the updated version, which teaches participants how to develop and implement policies, procedures and practices to facilitate a return to work program. The course includes templates, forms and step by step instructions for small and large companies. To find fact sheets from the course, visit: *worksafesask.ca/Return-to-Work-Factsheets.*

Partnerships

Mission: Zero will only become a reality when we all work together: workers, employers, contractors and clients. WSS works with like-minded safety partners in a variety of sectors who share their zeal and passion for safety, and the desire for zero injuries.

Safety Associations: WSS supports seven industry-based safety associations to reach employers and workers in various sectors including construction, road building, health care, manufacturing, retail, hospitality and petroleum. For more information see *worksafesask.ca/SK-safety-associations.*

Safe Saskatchewan: Whether an injury occurs on or off the job, it affects the individual, the family, the employer and the community. The goal of Safe Saskatchewan is to promote injury prevention in all areas of life. WSS is a founding partner and a major funding partner of Safe Saskatchewan and supports specific Safe Saskatchewan projects and initiatives.

Publications

WSS launched The Occupational Health and Safety School Kit. This manual helps school administrators to design a safety program for their schools. The kit was written in partnership with industry: Prairie South School Division, Good Spirit School Division, Regina Public School Division, Saskatchewan School Boards Association, Saskatchewan Association of School Business Officials, Prairie Valley School Division, and Regina Catholic School Division. It was jointly launched by the OHS Division and WCB at a conference for principals at the Regina Public School Board office in November. It is available for download on the WSS website *worksafesask.ca/School-Kit*. Printed copies are available through the WCB Prevention Department.

Key Result Area: Focus on Youth

WSS has identified youth ages 14 to 24 as an area of strategic focus. There is a 20 to 30 per cent higher incidence of workplace injury in youth under the age of 25 than in adults working in comparable industries.

WSS has set injury reduction targets within this KRA as well. In 2011, the goal was to lower the percentage of youth related total claims to 18.90 per cent. As at December 31, 2011 the percentage of youth related total claims was 19.50 per cent. There were two youth fatalities in 2011, up from zero in 2010.

WSS in the Schools

WSS is working with Safe Saskatchewan and the Ministry of Education in developing a Safety in Education strategy. The goal of this strategy is to introduce safety into the curriculum of elementary and high school classes and assist in developing resources to help better deliver safety-related topics already in the curriculum.

WSS provided teachers with 141 free on-line WHMIS seats for students and 83 *Ready for Work* Packages

Work Readiness

WSS supports the promotion and delivery of the *Young Worker Readiness Certificate Course* (YWRCC) and sits on the YWRCC committee. On March 31, 2010 the provincial government passed legislation that requires all workers ages 14 and 15 to hold a certificate from this course before being employed. The course continues to help Saskatchewan youth prepare for their first work experiences. It includes basic labour, health and safety information that all workers should know. Students complete the online course and print a certificate for their parent or guardian to sign. The employer must keep a copy on file. In 2011, 3,892 youth completed the course.

In 2011, the Prevention Department at WCB adopted the *Ready for Work* program from the LRWS. WCB now supports and produces this important resource for educators and students throughout Saskatchewan. WSS partners and the Saskatchewan Federation of Labour provide the *Ready for Work* program to high schools, youth camps, post-secondary institutions, and career centres. The SFL received $96,000 in 2011 to deliver the *Ready for Work* course on behalf of WSS. This important partnership has enabled WSS to reach thousands more new workers. During the 2010-11 school year, the SFL provided course materials to 3,000 students through 115 presentations.

Community Relations

WCB and LRWS staff attends multiple trade shows and events to help promote awareness of injury prevention, WorkSafe Saskatchewan, and *Mission: Zero*. Staff attended 27 schools and youth related events reaching more than 3,600 youth in 2011.

WorkSafe Bob continues to be popular with children and adults. A new WorkSafe Bob was introduced in 2011. His new look makes him more friendly and approachable for youth. He engaged more than 300,000 people to think about workplace safety at Rider games and various youth related events last year.

Youth Video Contest

The inaugural contest was held in the Regina area in 2010. For the 2010-2011 school year, WSS expanded the contest to all high schools throughout the province. The 2011 video contest received 26 entries and encouraged 75 youth at thirteen schools to think creatively about workplace safety and injury prevention. The winning videos were shown at the NAOSH week luncheons and prizes were awarded to the finalists and their schools.

The winning entries can be seen on the WSS website: *worksafesask.ca/2011-winners* and on the WorkSafe Saskatchewan YouTube channel.

Youth Market Research

In 2010, WSS began a long-term market research project to track the attitudes of Saskatchewan youth ages 14 to 24 towards safety and work injury. This research is used to guide activities in the WCB Prevention Department and WSS campaign. WSS has assembled a youth panel of hundreds of young workers to provide their thoughts, opinions and ideas about workplace injury prevention.

Youth Campaign

In August, WSS launched a new youth campaign based on feedback received from the youth research. The campaign features three key messages:

- If it feels wrong, it probably is wrong.
- There's no such thing as a stupid question.
- Just ask.

The campaign was launched through media releases, the WSS website, mall table wraps and posters. An online campaign will augment the youth campaign in 2012.

Work2Live

If it feels wrong... it probably is wrong.

Being safe at work is important. Don't do anything you think is wrong or unsafe. When in doubt, ask your supervisor. Ask your parents or your teacher.

Ask someone. Your life could depend on it.

work2live.ca

MISSION: ZERO

Key Result Area: An Informed Public

One of the fundamental key safety messages of the WSS initiative is that "Injuries are predictable and preventable." A strategic principle for WSS is that leadership must believe in this key message and *Mission: Zero* for change to occur. This KRA has two goals:

1. By 2012, 75 per cent of the working public will believe injuries are predictable and preventable.

   As of the January 2012 general public survey, 86.9 per cent of the general working public agreed that workplace injuries were predictable and preventable.

2. By 2012, 80 per cent of the working public would be aware of WSS.

   As of December 2011, 69.6 per cent of the general working public had an aided awareness of WSS.

WSS uses a combined paid advertising and public relations strategy to build overall awareness of WSS, *Mission: Zero* and workplace injury prevention. WSS continued to run TV, print and online ads promoting leadership. These "I believe in *Mission: Zero*" messages ran throughout the province in the spring and again in the fall. A new TV ad and print ad were developed featuring Diamond Drilling of Swift Current. Monthly print ads ran on rotation in the daily papers and in the Regina and Saskatchewan Chamber newsletters.

Key Result Area: Targeted Programming

The goal of this KRA is to deliver programs targeted at groups that have high incidence or risk of injuries. Success is measured by setting targets for continual reductions in injury rates. WSS analyzes provincial and sector data and targets key industries that generate high numbers of workplace injuries.

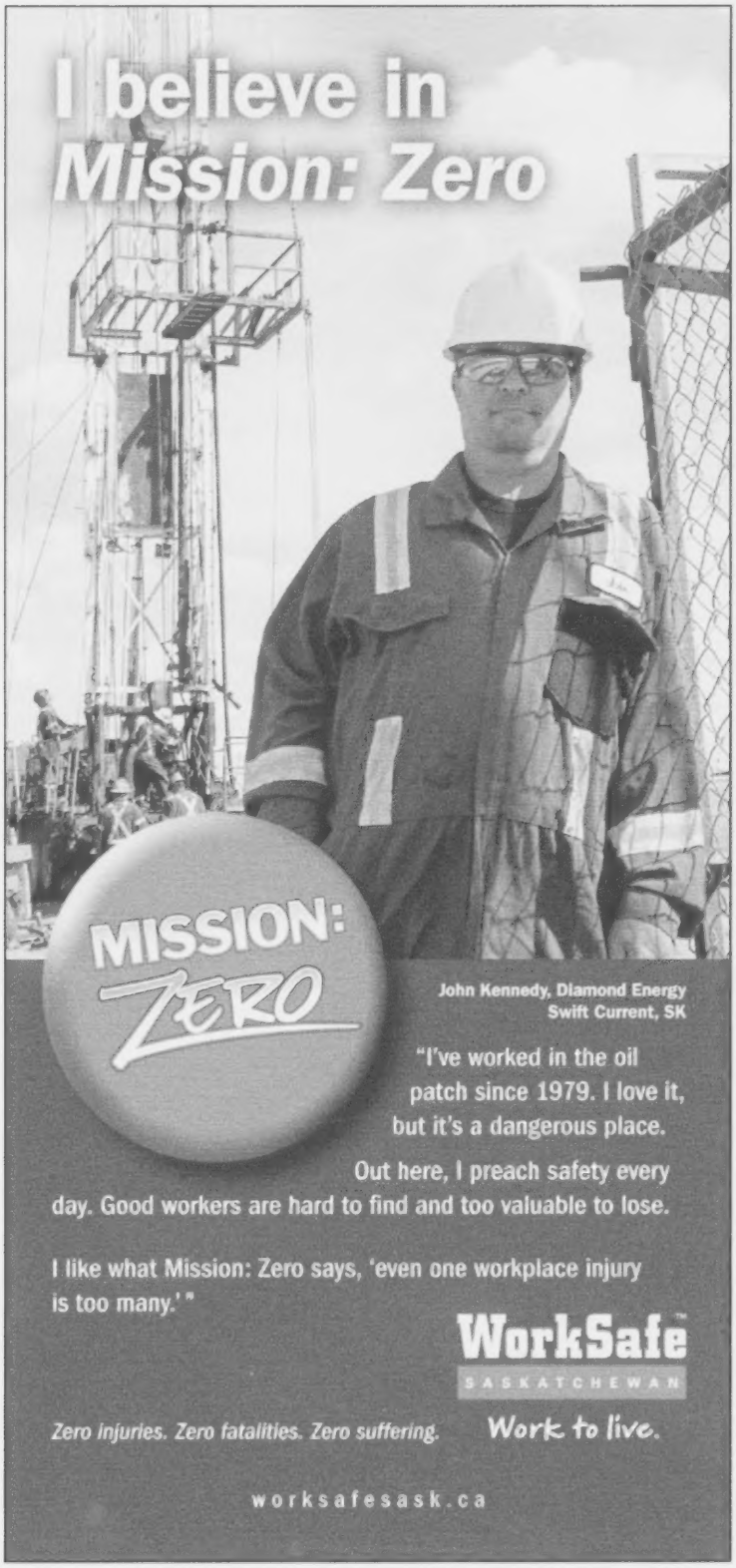
Priority 50

The WCB and LRWS work together through the Priority 50 initiative. They analyze injury data and select employers with high numbers of injuries and high injury rates in order to provide them with customized assistance. The strategy provides each employer with a variety of resources including on-site meetings, inspections and consulting. In 2011, the staff completed 168 meetings, 553 inspections, 20 safety audits and 8 ergonomic assessments with these 50 employers.

This strategy continues to remain a success with the 2011 Priority 50 employers reducing their combined Time Loss injury rate by 11.13 per cent and resulting in 280 fewer Time Loss claims. They lowered their Total injury rate by 5.33 per cent. They lowered their total number of claims by 137.

Conclusion

In 2011, Saskatchewan continued to lower its Time Loss injury rate, but disappointingly there was a slight increase in the Total injury rate and the total number of claims reported. For 2012, WSS is re-evaluating its injury prevention strategy and continuing its efforts with renewed vigor to achieve *Mission: Zero.*


I believe in
Mission: Zero
MISSION:
ZERO
John Kennedy, Diamond Energy
Swift Current, SK
"I've worked in the oil patch since 1979. I love it, but it's a dangerous place.
Out here, I preach safety every day. Good workers are hard to find and too valuable to lose.
I like what Mission: Zero says, 'even one workplace injury is too many.' "
WorkSafe
SASKATCHEWAN
Zero injuries. Zero fatalities. Zero suffering.
Work to live.
worksafesask.ca

Enterprise **Risk Management**

The Board recognizes that there are risks to achieving its Strategic and Operational Plan. Accountable oversight means that the organization identifies those risks and then takes steps to eliminate or minimize their impacts.

WCB management conducted its first in-depth analysis of business risks in 2002. Over the next several years, the organization's practice of Enterprise Risk Management matured to include key business processes like budget preparation and corporate planning at all management levels.

The WCB updates its risk register each year. The approach to identifying and categorizing risk changed in 2010. Management at more levels of the organization participated in the process and controls were considered for each of the identified risks. Managers then rated the level of residual risk the WCB still had to control. Risks above a defined threshold are a priority for management action through the Strategic and Operational Plan.

A description of the 2011 high priority risks and controls is given below.

Description of Risk	Existing Controls
Project Management — Projects are undertaken at the WCB to accomplish its goals and objectives. Projects vary in complexity. There is risk that projects may fall short of expected targets, timelines and results if they are not properly planned, executed, and monitored.	• Training • Prioritization • Monthly reporting • The operational planning process
Health Care Costs — Health care costs are a risk now and will continue to be a risk in to the future. The rate of health care inflation is greater than the general inflation rate. There is a risk to achieving strategic objectives and corporate initiatives if costs are not managed.	• Injury prevention and the WorkSafe Saskatchewan and Safe Saskatchewan partnerships • Health care provider contracts • Monitoring costs • The provincial drug formulary • Expediting services to injured workers • Multi-disciplinary assessments of injured workers
Workplace Injuries — The WCB's focus is *Mission: Zero*. The WCB is working towards eliminating workplace injuries. There is a risk that the WCB is not effective in influencing the number of workplace injuries in Saskatchewan.	• The WorkSafe Saskatchewan and Safe Saskatchewan partnerships • Experience Rating Program • Social marketing • Helping employers and other groups to eliminate workplace injuries
Compensation Costs — Several factors may affect an increase in compensation costs. Growing compensation costs might affect the WCB's ability to achieve its strategic objectives and corporate initiatives.	• Injury prevention • The WorkSafe Saskatchewan and Safe Saskatchewan partnerships • Quality assurance and quality control • Early medical treatment and return to work programs • Monitoring costs

Description of Risk	Existing Controls
Leveraging Technology – The WCB uses technology to conduct business internally and externally. There is a risk that WCB does not leverage optimal technology to conduct business to the best of its abilities.	• Strategic and operational planning • Identification of continuous improvement opportunities • Action plans to help in meeting requirements
Culture – An effective way to reach the WCB's goals and objectives is to have engaged employees who are focused on its vision and mission. A risk is present when the WCB does not create a culture that keeps employees engaged to work toward its vision and mission.	• Defined core competencies • Competency based recruitment • Training and development • Performance management • Bi-annual engagement survey • Communication, education and motivation of employees • Collective bargaining agreement
Key Processes – Key processes within the WCB are important to the function of the business. There is a risk that these key processes are not identified, designed and carried out efficiently and effectively.	• Legislation, policy and procedures • Documentation of processes and training • Approval and monitoring of resource allocation • Business continuity planning • Feedback and performance measurement of processes • The WCB's Balanced Scorecard
Performance Measurement – Key processes need to be monitored and evaluated to effectively measure employee performance. There is a risk that the WCB does not properly measure and track that its employees are working toward the WCB's objectives.	• Departmental performance measures and targets • The WCB's performance management system and monitoring compliance with the system • Quality assurance and quality control • The WCB's Balanced Scorecard

New and Amended **Policies** and **Procedures**

Policy is authorized by the Board Members throughout the year in order to interpret legislation and regulation and, from such interpretation, identify intentions and specify actions. Procedure is authorized by the Chief Executive Officer and specifies how a given policy will be implemented. The following policy and procedures were amended or introduced in 2011.

All references to the "Act" are to *The Workers' Compensation Act, 1979.*

WCB policies and procedures are available at the WCB's website, wcbsask.com, Policy & Legislation.

POL 01/2011 and PRO 01/2011
Vocational Rehabilitation — Programs and Services

The WCB will provide services and programs to facilitate a worker's return to suitable productive employment where the effects of a work injury result in permanent restrictions. This policy and procedure establish guidelines for these vocational rehabilitation programs and services. They have now been updated to clarify that workers are expected to actively seek employment during interruptions in their vocational training program for periods in excess of eight weeks.

POL 02/2011 & PRO 02/2011
Coverage — Contracts Involving Equipment

This policy and corresponding procedure establish coverage guidelines when an equipment owner enters into a contract requiring equipment. These updated documents clarify that when a principal contracts with an owner of equipment who is not registered with WCB, the owner is considered a worker of the principal. Further, where the owner and/or operator of the equipment is considered a worker of the principal, the principal must report the amount of the contract (net of sales taxes) on the employer payroll statement. The principal may deduct or recover from the equipment owner the sum equivalent to the premiums paid based on the firm's net premium rate for the work being completed.

POL 03/2011
Worker's Death Prior to Issuance of Entitlement

This policy provides guidelines for determining and issuing compensation (e.g., allowances, awards, wage loss payments and expense reimbursements) for a worker who dies prior to the issuance of entitlement under the Act. This policy, effective February 2012, clarifies that payment will be made to the worker's estate except where Sections 83 and 97 of the Act apply.

POL 04/2011
Injuries — Travelling for or Attending Medical Aid or Return-to-Work Programming

This policy establishes guidelines for claims where injuries are sustained while travelling for or attending medical aid or return-to-work programming as required by a work injury. This policy clarifies current practice and supersedes two older policies, POL 15/87, Injuries, Travelling for Medical Aid and POL 12/90, Injuries, Travelling in Return-to-Work Programming.

POL 05/2011 & PRO 05/2011
Maximum Earners — Consumer Price Index and Canada Pension Plan Benefits

In accordance with Section 99 of the Act, offset of CPP/QPP benefits is to be effective on the anniversary of the commencement of loss of earnings resulting from the injury. After this date, 50 per cent of the CPP/QPP benefits will be considered as wages in calculating the compensation paid by the WCB. However, if at the time of a CPI review, the amount deducted for CPP/QPP benefits will not be increased if the worker's wage base is at the maximum. While approved in 2011, these documents are effective May 1, 2012.

POL 06/2011 & PRO 06/2011
Employer Accounts — Relief of Penalties and Interest

This policy and procedure establish guidelines for when the WCB may cancel penalties and interest charges applied to employers' accounts. These documents note that all penalties and interest are due in 30 days, however, a penalty or an interest charge may be cancelled in limited situations which are listed within the policy. These documents are a new addition to the Policy Manual and are effective September 1, 2011.

POL 07/2011
Minimum Annual Assessment

Section 7 of *The Workers' Compensation General Regulations, 1985* states that, unless otherwise specified by the Board, the minimum annual assessment for an employer is $25. However, a $50 minimum annual assessment has been in effect since 1995. This policy now increases this to $100 effective January 1, 2012.

POL 08/2011
Coverage — Trucking, Leased Operators

This new policy establishes the coverage guidelines for leased operators in the trucking industry. It clarifies the situations in which the leased operator is required to register for an account with the WCB or if they are considered a worker of the principal or are eligible for coverage as an independent worker and can purchase personal coverage. This policy is effective January 1, 2012.

POL 09/2011 & PRO 09/2011
Failure to Register a Business

This policy and procedure supersede POL 07/2010 and PRO 07/2010, Failure to Register a Business. The documents have been clarified to note that where an employer intentionally avoided registration or where a work related injury has occurred, the employer's liability will not be limited to the current plus previous three years. These employers will be liable to pay the premiums due for all years they should have been registered; the employer file will be referred to Internal Audit who will determine if the employer has breached the Criminal Code; and where a work related injury has occurred and registration was intentionally avoided, the employer file will be referred to the Board Members to determine whether the employer should be held liable for the total cost of all injuries that occurred prior to registration.

POL 10/2011 & PRO 10/2011
Reimbursement for Medications

These documents confirm that prescription and non-prescription medications are to be considered under the definition of medical aid and will be reimbursed if necessary and appropriate for the treatment of the compensable work injury. The documents have also been updated to clarify the WCB's position on medical marijuana and opioids.

POL 11/2011
Employer Coverage and Registration

This policy is a new addition to the Policy Manual and provides general information on employer registration and coverage. It defines the various stakeholders involved in employer coverage and clarifies when WCB coverage is mandatory and what defines principal/contractor relationships.

POL 12/2011 & PRO 12/2011
Alternative Assessment Procedure (AAP) for the Interjurisdictional Trucking Industry

The AAP allows interjurisdictional trucking employers the option to pay assessments to the compensation board or commission in the jurisdiction where the worker resides, which makes it easier to calculate the reported earnings and results in less paperwork and administration. In 2009, the Saskatchewan WCB agreed to participate in the AAP for a three year pilot period ending on December 31, 2011. Based on the results of the pilot program, Saskatchewan has agreed to participate in the AAP on an ongoing basis. Therefore, POL 12/2011 and PRO 12/20011 authorizes Saskatchewan's ongoing participation.

POL 13/2011 & PRO 13/2011
Serious and Wilful Misconduct

Section 31 of the Act directs that "where an injury is attributable solely to the serious and wilful misconduct of the worker, no compensation is payable unless that injury results in death or serious functional impairment." This new policy and procedure clarify what constitutes "serious and wilful misconduct" and how WCB determines if an injury is the result of such conduct.

POL 14/2011
Employer Classification

Authorized by Sections 22 and 121(1) of the Act, the WCB classifies employers based on the nature of their industrial undertaking. This new policy provides guidelines on WCB's industry classification structure.

POL 15/2011
Compensation Rate — Maximum, Section 38 — 2011

Pursuant to Section 38 of the Act, the maximum wage rate for any worker who sustained a work related injury before September 1, 1985 is to be increased accordingly January 1 of each year. However, this increase is subject to Section 38.1 of the Act, and is therefore limited to the maximum wage rate of $55,000.

POL 16/2011
Classification of Industries — 2012 Premium Rates

This policy is a regular annual update effective January 1, 2012. In November 2011, provisional premium rate consultation sessions were held with employers and their associations. Taking into consideration the feedback received from these meetings, WCB established the 2012 premium rates.

PRO 50/2011
Medical Fees — Chiropractors

This updated procedure is the result of an agreement between the WCB and the Chiropractic Association of Saskatchewan (CAS) for developing treatment and return-to-work processes, reporting forms and fee schedules for chiropractic services.

PRO 51/2011
Calculation of Net Compensation Payable

Section 68(4) of the Act states the WCB must annually establish a schedule of earnings for the purposes of Section 68(3)(b). Therefore, when there are any legislated changes to the income tax deductions either federally or provincially and these changes become available, the WCB will publish revised tables of earnings and incorporate them into the calculation of net earnings loss. The current changes to the system tables were effective January 1, 2011.

PRO 52/2011
Expenses — Travel & Sustenance — PSC Rates

This procedure was updated to provide the current rates at which WCB staff and clients are to be reimbursed for travel and sustenance expenses incurred while attending to WCB business. As this procedure is based upon rates established by the Public Service Commission (PSC), it is revised each time the PSC revises its travel and sustenance rates.

PRO 53/2011
Medical Fees — Physical Therapy

This medical fee procedure establishes fees and guidelines for accredited physical therapists providing out-patient and private clinic services to WCB clients. This updated procedure is a result of discussions with the Saskatchewan Physiotherapy Association (SPA) for developing service guidelines and fee schedules for physiotherapy services. It recognizes SPA as the representative of physical therapists accredited with the WCB and notes that the service guidelines and fee schedule provided in the procedure will remain in effect until a new agreement is reached.

PRO 54/2011
Medical Fees — Secondary and Tertiary Treatment Centres

This medical fee procedure establishes the fees and guidelines for all secondary and tertiary treatment centres providing services to WCB clients. This updated procedure is a result of discussions with the Coalition of Physical Rehabilitation Centres of Saskatchewan (CPRCS), representing the majority of the secondary and tertiary rehabilitation centres in Saskatchewan.

PRO 55/2011
Medical Fees — Podiatry

This medical fee procedure establishes billing requirements for podiatry services provided to WCB clients. This procedure supersedes PRO 19/94, Medical Fees — Chiropody and clarifies that podiatrists will direct bill the WCB for all services provided to WCB clients and will charge according to the Saskatchewan College of Podiatrists Fee Schedule. It also notes that all podiatry services, except emergency treatment, must be pre-authorized by the WCB.

PRO 56/2011
Medical Fees — Dental Services

This medical fee procedure establishes billing requirements for dental services provided to WCB clients. This procedure supersedes PRO 03/91, Medical Fees — Dental Consultant and clarifies that dentists and dental surgeons will direct bill the WCB for all services provided to WCB clients and will charge according to the College of Dental Surgeons of Saskatchewan Fee Schedule. It also notes that all dental services, except emergency treatment, must be pre-authorized by the WCB.

PRO 57/2011
Medical Fees — Occupational Therapy

This medical fee procedure establishes fees and guidelines for occupational therapists providing services to WCB clients. This updated procedure and fee schedule is a result of discussions with the Saskatchewan Society of Occupational Therapists. The procedure also clarifies that WCB funding for primary level occupational therapy may stop when no functional gains are being made, there are indications that the WCB client has recovered from the effects of the work injury, or the WCB client is moving into a secondary or tertiary treatment program.

PRO 58/2011
Minimum Average Weekly Earnings — Section 70(5)

This procedure is an annual update that establishes the minimum average weekly earnings for workers injured on or after January 1, 1980 and who have been receiving wage loss compensation for more than 24 months. In accordance with Section 70(5) of the Act, the minimum is to be set at not less than two-thirds of Saskatchewan's average weekly wage as of June preceding the year in which the review of the compensation occurs. Effective January 1, 2012 the minimum average weekly earnings will not be less than $571.74.

PRO 59/2011
Minimum Compensation — Section 76

In accordance with Section 76(b) of the Act, on and after January 1, 1983 minimum compensation is to be not less than 50 per cent of the average weekly wage as of June preceding the year in which the review of compensation occurs, or where the worker's average earnings are less than that amount, the amount of those earnings. Effective January 1, 2012 the minimum compensation will not be less than $428.80 per week, or the actual amount of the worker's average earnings.

PRO 60/2011
Expenses — Travel and Sustenance — PSC Rates

This procedure was updated to provide the current rates at which WCB staff and clients are to be reimbursed for travel and sustenance expenses incurred while attending to WCB business. As this procedure is based upon rates

established by the Public Service Commission (PSC), it is revised each time the PSC revises its travel and sustenance rates.

PRO 61/2011
Medical Fees — Optometry

This medical fee procedure establishes billing requirements for optometry services provided to WCB clients. It clarifies that optometrists will direct bill the WCB for all services provided to WCB clients and will charge according to the most current rates set by the Saskatchewan Ministry of Health. It also notes that all optometry services, except emergency treatment, must be pre-authorized by the WCB.

PRO 62/2011
Penalty, Default in Assessment Payment

In accordance with Section 8 of *The Workers' Compensation General Regulations, 1985*, the Bank of Canada's interest rate effective October 31st of the prior year will be added annually to 6 per cent to arrive at the penalty to be applied when an employer fails to pay premiums required by the Act. Effective January 1, 2012 the annual penalty rate will be 7.25 per cent with a monthly rate of 0.60 per cent.

PRO 63/2011
Consumer Price Index (CPI) — 2011 Increase

Section 69 of the Act requires that compensation amounts be adjusted annually by the percentage increase in the Consumer Price Index (CPI). The basis for any increase is the average of percentage increases in the Regina and Saskatoon All-Items CPI for the 12 months ending on November 30 in each year. For 2012, entitlements will be increased 2.8 per cent due to the CPI increase.

PRO 64/2011
Medical Fees — Physical Therapy

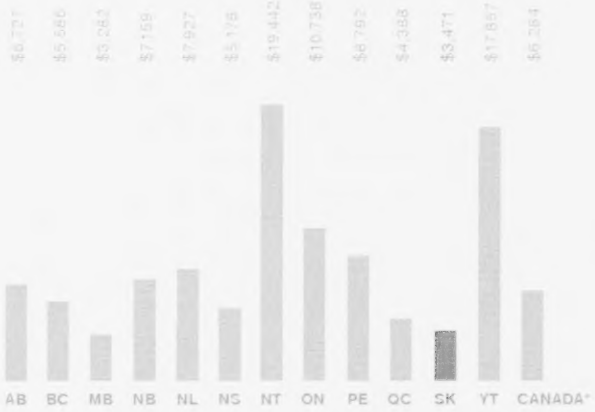
This medical fee procedure establishes fees and guidelines for accredited physical therapists providing out-patient and private clinic services to WCB clients. This updated procedure is a result of discussions with the Saskatchewan Physiotherapy Association (SPA). It recognizes SPA as the representative of physical therapists accredited with the WCB and notes that the service guidelines and fee schedule provided in the procedure will remain in effect until a new agreement is reached.

Comparison with Canadian WCBs

The Saskatchewan Workers' Compensation Board is a member of the Association of Workers' Compensation Boards and Commissions (AWCBC), a national non-profit organization represented by the workers' compensation board or commission from each of Canada's provinces and territories.

Through the AWCBC, the Chief Financial Officers of the Canadian boards and commissions develop financial and statistical indicators to describe the workers' compensation insurance system in Canada overall, and to provide comparisons across jurisdictions.

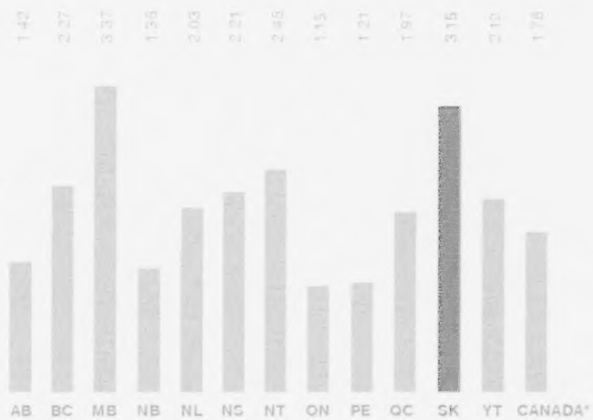
The following comparisons are based on 2010 data (the most recent data available).



Administration Cost Per Time Loss Claim

* Weighted Average

The WCB and AWCBC use different criteria when counting Time Loss claims for this key statistical measure. The AWCBC counts claims with the same injury and registration year, as of March 31 of the following year. The WCB counts Time Loss claims registered and accepted in the year, regardless of the injury date. As a result, the AWCBC figure for 2010 differs from the figure of $3,602 published by the WCB in its 2011 Annual Report.

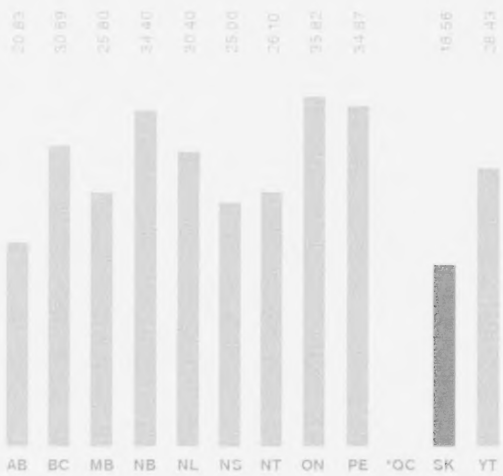


Injury Rate per 100 Workers of Assessable Employers

* Weighted Average

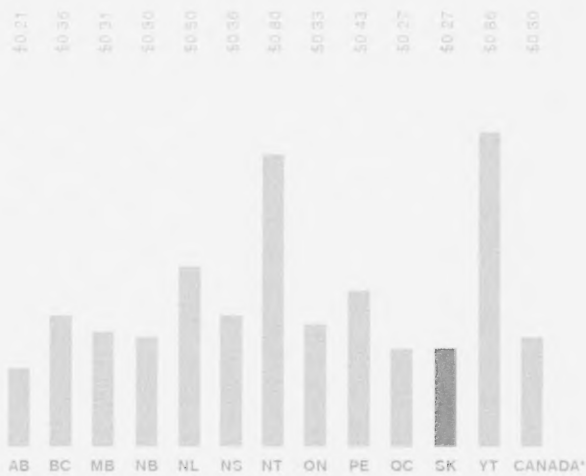
AWCBC statistics are based on accepted national definitions and may not be the same as statistics published in WCB annual reports. The definition of this measure is, the number of new Time Loss claims for assessable employers per 100 workers of assessable employers.

Comparison with Canadian WCBs



Average Calendar Days From Injury to First Payment Issued

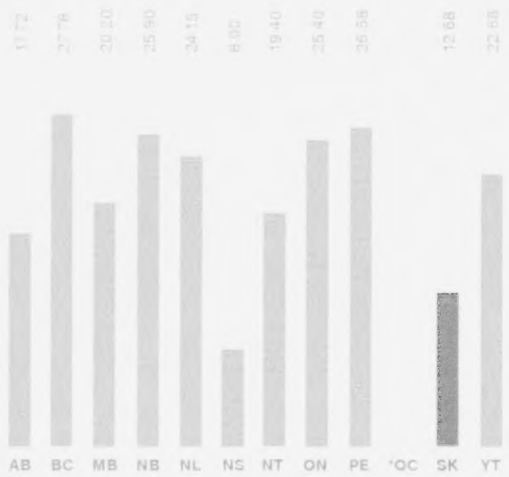
* Quebec data unavailable



Administration Cost Per $100 Assessable Payroll

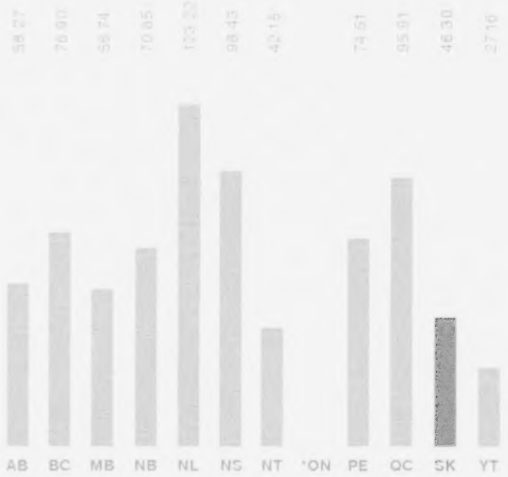
* Weighted Average

Comparison with Canadian WCBs



Average Calendar Days From Registration Of Claim to First Payment Issued

* Quebec data unavailable



Average Composite Duration Of Claim (in days)

* Ontario data unavailable

You can view the complete report on 2010 Key Statistical Measures and Indicator Ratios at the AWCBC's website awcbc.org

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